



Employee Performance in a Government Office and Impact of Work Ability, Organizational Commitment, and Professionalism

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Abstract

The purpose of this study is to explain how the influence of employee work ability, how the influence of employee commitment to the organization where they work and how the influence of employee professionalism on the performance of employees. This research was conducted at the Secretariat of the "Local People's Representative Council" of East Kutai Regency for three months of activities. The number of employees at the Secretariat of the "Local People's Representative Council" of East Kutai Regency is 63 employees and all employees are respondents. The sampling technique is a census. Primary data was collected with a Likert scale questionnaire instrument. Multiple linear regression techniques are used to test each variable of work ability, organizational commitment and professionalism on employee performance. The results showed that work ability, organizational commitment and work professionalism of employees can affect employee performance in the Secretariat Office "Local People's Representative Council" East Kutai Regency. Professionalism possessed by employees is the dominant symptom in influencing employee performance. Thus the increase in employee performance at the Secretariat office "Local People's Representative Council" East Kutai Regency is influenced by a high level of employee compliance in carrying out work programs set in the office

Keywords: work ability, organizational commitment, professionalism and employee performance.

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I. Introduction

The Secretariat of the House of Representatives at the Regional level is an institution established by the government in Indonesia in charge of administration and finance. Each city, district and province has a secretariat office for the Regional People's Representative Council. The secretariat's task is to assist administration for the activities of the council or people's representatives in work such as conducting meetings, visits to regions and other activities. In carrying out its duties, the secretary of the people's council has the function of carrying out secretarial administration, carrying out financial administration, organizing meetings of members of the people's council, providing and coordinating the experts needed by the people's council, as well as carrying out other functions given by the leadership related to their duties and functions (East Kutai Regent Regulation Number 2 of 2013).

East Kutai Regency is a district located in East Kalimantan Province. To carry out the administrative affairs of the people's council in East Kutai Regency, a separate organization was needed called the Regional People's Representative Council Secretariat, which until now was called the "Local People's Representative Council" Secretariat of East Kutai Regency. The secretariat of the "Local People's Representative Council" which was formed as an element of administrative services and providing support for the duties and functions of the "Local People's Representative Council" which is technically operationally under and responsible to the leadership of the "Local People's Representative Council" and is administratively responsible to the Regent through the Regional Secretary.

The performance achievement of the "Local People's Representative Council" Secretariat in carrying out its duties is largely determined by the presence of knowledgeable, skilled and productive human resources in implementing programs determined by the government. The Secretariat of "Local People's Representative Council" East Kutai Regency" also needs to be supported by employees who have high performance and quality.

With quality employees, it is hoped that the quality of service for members of the "Local People's Representative Council" will be even better. Besides this, to achieve optimal performance in these agencies must be supported by the quality of good organizational management as well.

Implementing a good performance process can also provide good benefits for government organizations. Performance management that runs effectively and efficiently can also support organizational success, both carried out by leaders and employees in all work units. Performance can be seen from how a person carries out their duties, all of which are supported by independence, creativity, commitment, responsibility, and individual confidence at work. Work done effectively and efficiently can also get satisfactory results. Employees are required to develop their abilities and skills and responsibilities so that in completing assigned tasks they can be completed in a timely manner and in accordance with the results of the work responsible's them.

Chrisdianto and Respati (2019) provide an illustration that organizational performance is determined by individual/employee performance. Performance is a picture of the level of achievement of the goals or objectives of an organization both in quality and quantity. In quantity, the organization requires individuals to achieve work targets. To carry out its roles and functions to achieve work targets, the Secretariat of the "Local People's Representative Council" of East Kutai Regency must be supported by individual human resources from various disciplines and educational levels. This diversity becomes the strength of the organization to achieve work goals. Robbins (2013); Indah et al (2020) explain performance, which is a result achieved by an employee according to certain criteria for a job.

The ability of employees is the main capital to achieve the goals achieved by an organization. In order to optimally improve performance, technical and conceptual capabilities are needed to meet organizational demands. Ability is technical and operational related to individual maturity obtained from an education/training and experience (Chrisdianto and Respati, 2019).

Mangkunegara (2014) explains that one of the causes of performance is that it is influenced by individual abilities. Robin and Judge (2013) interpret employee work ability as a capacity consisting of technical abilities and concepts to carry out work tasks. The results of Chrisdianto and Respati (2019) research which tested work ability and performance proved that there is a close relationship. Researchers need to examine the influence link between performance and employee work ability to determine the magnitude of the effect that occurs.

In addition to the work ability of employees, based on the observations of researchers at the research location, there are other factors that can affect employee performance, namely organizational commitment. Zochriba (2020) explains organizational commitment is a situation where employees are in a position to side with the organization. Zochriba (2020) tests between organizational commitment and individual performance, the result is that there is a significant influence. Related to this, the researcher also wants to examine the relationship between organizational commitment and individual performance at the Secretariat of the "Local People's Representative Council" in East Kutai Regency for a more in-depth explanation.

An organization must have employees who are professional in carrying out daily tasks to achieve organizational goals (Siagian, 2009). Professionalism is the seriousness of employees shown by their ability to innovate and comply with organizational rules (Qosidah, 2022). Professional employees are formed from abilities and skills that are honed through education, training and experience ((Chrisdianto and Respati, 2019). Professionalism of employees in a government bureaucratic environment such as in the Secretariat of "Local People's Representative Council" in East Kutai Regency is a must to achieve better work results. On the other hand, there are no definite standards for professionalism in the bureaucratic environment. Employee intelligence is a determining factor in professional behavior in a government bureaucratic environment. For researchers, the relationship between professionalism and the performance of employees in the secretariat office needs to be tested.

Based on the role of employees at the Secretariat of the "Local People's Representative Council" of East Kutai Regency which greatly determines the success of the activities of members of the "Local People's Representative Council", the researchers want to know which is the main cause among employees' work abilities, organizational commitment and professionalism that they have in influencing the performance of employees of the Secretariat of "Local People's Representative Council" East Kutai Regency, so that in the future employee performance can be improved to better direction.

II. Critical Review

Performance.

Performance is the work of a person either in the form of quantity or quality in an organization. Performance is the appearance of individuals or work groups of employees. Important elements in performance are goals, measurements and assessment. Setting goals by an agency is a strategy taken in an effort to improve performance. The existence of goal setting is expected to be able to provide direction and influence the work behavior expected by the organization from each of its employees.

Performance measurement by Mangkunegara (2011) is divided into five elements such as: 1). Quantity of Work, namely showing the large amount of work carried out at a time so that work can be carried out effectively

and efficiently according to the expected goals, 2). Quality of Work, which shows the accuracy, tidiness and relevance of work results without neglecting the quantity/volume of work. Completion of a job can be said to be of good quality if it avoids a high error rate so that it is useful in the progress of an agency, 3). Cooperation, namely the willingness of employees to be willing to participate with other colleagues, both horizontally and vertically (with superiors/subordinates) both inside and outside work, 4). Responsibility is the attitude of an employee that shows how much he accepts and carries out a job, and is accountable for the work that has been produced. And 5). Initiative, namely the attitude from within an employee to do work and overcome work problems that arise without waiting for orders, he also has creative ideas that can be applied for the progress of an organization.

Work ability

An employee's ability consists of achievement ability and reality ability (knowledge skill). This means that an employee with an intelligence level (IQ) above average (110-120), has a sufficient level of education in the position and has the skills to carry out daily work, then the employee can more easily achieve the optimal performance expected. Furthermore, ability according to Gibson (2012) is a trait that allows someone to complete the job well. Ability has become an individual capacity to carry out various tasks in certain jobs (Robbins and Judge, 2013).

Robbins and Judge (2013) argue that there are various abilities needed in an organization to be effective. Various abilities that should be possessed as an effort to achieve effectiveness, namely 1. Technical Skills, namely the ability to apply special knowledge or expertise, including the ability to work in certain groups. 2. Human Skills, namely the ability to understand, communicate, motivate and support others. 3. Conceptual Skills, namely the mental ability to analyze and diagnose situations, such as identifying existing problems, finding alternative solutions to fix problems, evaluating various solutions and choosing the best one, the ability to integrate new ideas with existing processes and innovate at work.

Organizational Commitment

Organizational commitment is a behavioral dimension used to assess member tendencies. Organizational commitment is a condition of a member who is in favor of the organization, fully supports the goals of the organization and wishes to maintain membership in the organization (Robbins and Judge, 2008).

Zoechriba (2020), also explains that commitment can ensure the organization is seen as a "great place to work", then makes it the "leader of choice". The same thing was also expressed by Chrisdianto and Respati (2019) who said that commitment includes the similarity of values and goals between individuals and agencies, member involvement and also member loyalty.

Professionalism

Professional employees are formed from the suitability between the abilities of employees and the needs of employees. The ability and expertise of employees is a reflection of the conditions and goals to be achieved by an organization. An organization must be supported by professional employees. Professionalism (Siagian, 2009) as a form of seriousness in carrying out tasks to produce good quality work, use the right time and use simple or easy-to-understand flow or procedures. Furthermore, professional employees mostly have abilities and skills that can be obtained from education and training. Capital capabilities and skills possessed by employees can enable employees to be able to carry out tasks and work with good results, use the right time and use simple and easy-to-understand flow or procedures.

The professionalism of employees in the government bureaucracy has become a demand that must be met in order to realize work results that are in accordance with predetermined standards. On the other hand, there is no clear assessment standard for professionalism. A professional job uses techniques and procedures that are based on intellectuality and are deliberately studied to be used for the welfare or benefit of others. Intellectuality is considered an important factor which includes one or several skills or work abilities that can guarantee the implementation of professional work processes and work results in order to achieve certain values as expected by related parties..

III. Research methods

The design of this research is quantitative research, namely research that has a hypothesis. To prove the hypothesis, statistical tools are needed. This type of research is causal comparative using three independent variables and one dependent variable. The results of the influence between the variables studied will be explained in more depth so that this type of research is explanatory. The scope of this research is human resource management.

This research was conducted at the Secretariat of the "Local People's Representative Council" in East Kutai Regency, Sangatta. Given the important role of the Secretariat "Local People's Representative Council" in

carrying out supervisory and controlling functions and observing the smooth running of government activities in East Kutai Regency. So the researchers chose the research location to examine more deeply the factors that affect employee performance.

The population of this study is all employees who work in the Secretariat as many as 63 people. The census method was chosen to collect primary data and a Likert scale questionnaire (5 choices) as an instrument for collecting data.

Descriptive analysis and multiple linear regression techniques were used in this study.

Model Persamaan: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

Y is employee performance, X1 is work ability, X2 is organizational commitment and X3 is professionalism.

Work ability variable (X1) is measured by technical and conceptual abilities.

Organizational Commitment Variable (X2) is measured by seriousness to work and work discipline.

Organizational Commitment Variable (X3) is measured by compliance and work innovation.

Employee performance variable (Y) is measured by the quality of work and service.

The number of questionnaire items is 16 units.

IV. Research Result

Researchers met directly with respondents. Respondents used the questionnaire form accompanied by researchers. A total of 63 respondents or all respondents were successfully collected. Respondents' answers were tabulated in the excell program and an analysis of the questionnaire test was carried out using the SPSS program. The results of the validity and reliability tests proved that all respondents had a valid understanding of the questionnaire items and a reliability test was carried out to prove that the results of the respondents' answers proved to have a good level of consistency.

Furthermore, descriptive analysis was carried out to explain the description of each research variable. The results of the descriptive analysis using the SPSS program are in Table 2.

Table 1. Profile of respondents based on work experience

No.	working period	Number of Respondents	%
1	< 5 year	12	19 %
2	6 – 10 year	21	33 %
3	11 – 20 year	30	48 %
4	> 20 year	0	0 %
	amount	63	100%

Employee tenure is dominated by length of service for 11 to 20 years as much as 48%. This figure almost shows that some of the 63 employees and 33% have worked for 6 to 10 years. The length of the employee's tenure indicates work experience. Based on the length of time employees have worked, the average employee can be ascertained to have sufficient experience in doing complex work at the "Local People's Representative Council" Secretariat. The calculation results with the average formula are presented in this table.

Table 2. The results of the analysis of the description of the research instrument.

Variabel, Indicators, and instrumens	Mean
X1- Work ability (X ₁)	4.17
X11 - Technical ability	4.15
X111- Employees are able to follow work procedures effectively.	4.17
X112 - Employees are able to solve technical problems in the field well.	4.14
X12 - Conceptual ability.	4.19
X121 - Employees are able to carry out work plans in the Secretariat	4.17
X122- Employees understand the concept of work procedures	4.19
X2- Organizational Commitment	4.16
X21- Seriousness of work	4.07
X211 - Employees are highly committed to organizational goals	4.00
X212- Employees are willing to spend time for service activities to completion.	4.14
X22 - Work Discipline	4.22
X221 - Employees are loyal to the orders of superiors	4.19
X222 - Employees utilize working time effectively	4.22
X3 – Professionalism (X ₃)	4.09
X31- Obedience	4.15
X311 - Employees are very obedient to the existing regulations	4.15
X312- Employees are highly committed to carrying out work programs at the Secretariat	4.15
X32 - Work Innovation	4.03

X321 - Employees easily deal with the complexity of work in the office	3.92
X322 - Employees easily find alternatives to solve work problems	3.88
Y- Employee Performance	3.96
Y1 - Work quality	3.08
Y11- Leaders do not doubt the quality of employee work.	4.17
Y12 - Complaints about work results are low	3.42
Y2 - Service	4.11
Y21 - Employees are able to succeed in the secretarial work program	4.06
Y22 - Employees prioritize services for members of the Council	4.11

Overall employee work ability is still above average. The results of the descriptive analysis show that the conceptual work ability is superior to the technical ability. According to respondents' perceptions, most respondents had a better understanding of work procedures.

In general, employee commitment to the organization where they work is considered to have met the above criteria well. It appears that employees are very disciplined at work and are able to utilize working time very effectively.

The level of work professionalism of employees is at the good category level. Most of them comply with organizational regulations and have a high commitment to the work program activities that are enforced.

The description of employee performance is considered good. They mostly prioritize service and they are also able to prioritize service interests for board members who need service.

After the data were analyzed by description, then regression analysis and classical assumptions were performed.

The results of the classical assumption analysis prove that the data distribution is normal, free of multicollinearity and there is no autocorrelation. Table 2 presents the regression results.

Table 3. The results of the multiple regression analysis of the research variables.

Variables		b.	p.	result
independent	dependent	-	-	-
X1- Work ability	Y – employee performance	0.368	0.002	signiciant
X2 – Organizational Commitment	Y – employee performance	0.378	0.001	Signiciant
X3 - Professionalism	Y – employee performance	0.550	0.000	Signiciant

Multiple regression equation models:

$$Y = 0,368X1+0,378X2+0,550X3+e$$

The results of the regression analysis prove that the variables of work ability, organizational commitment and professionalism have a significant effect on employee performance. The professionalism variable is proven to have a dominant influence on employee performance.

V. Discussion

The work ability of the employees of the Secretariat Office of the “Local People's Representative Council” is measured by two indicators, namely technical ability and conceptual ability. Conceptual abilities are superior to technical abilities. An overview of the work abilities of the employees of the Secretariat of the “Local People's Representative Council” of East Kutai Regency shows that the conceptual abilities possessed by employees greatly support them in understanding work procedures in the places where they work.

Employee commitment to the organization where they work is measured by two indicators, namely their sincerity at work and work discipline. The results show that work discipline reflects more of their commitment to the organization in which they work than their sincerity to work.

An overview of the employee organizational commitment of the Secretariat "Local People's Representative Council" of East Kutai Regency shows that employees have high commitment shown by disciplined behavior at work and are able to use working time effectively.

Employee professionalism at work is measured by two indicators, namely compliance and work innovation. The results of the study show that compliance with applicable regulations reflects their level of professionalism more than their innovation abilities.

The description of the professionalism of employees in working at the “Local People's Representative Council” Secretariat Office in East Kutai Regency shows that employees have a good level of compliance in terms of following existing regulations and also have compliance with work programs in the Secretariat Office.

Employee performance is measured by two indicators, namely the quality of work and the ability of employees to serve/ carry out services. The results of the study show that the ability of employees to provide services can better reflect their performance than the quality of the work they produce. The description of employee performance shows that employees have a good level of ability in terms of providing services while working, especially regarding services related to work programs in the Secretariat Office.

The working ability of employees in the Kutai Timur “Local People's Representative Council” Secretariat office is more visible in their conceptual abilities. This happens because the level of education and experience factors influence this situation. Based on the observation that the conceptual abilities of employees can be said to be still above average. They understand the concept of working systematically to complete each assigned job.

This conceptual ability makes it easier for them to understand procedures for doing office work. The conceptual abilities that employees have have a positive impact on their performance, especially activities related to service aspects in carrying out work programs at the Secretariat Office "Local People's Representative Council" East Kutai Regency. Mangkunegara (2011) explains that one of the causes of employees' performance is the ability of employees to work. This study measures three types of employee abilities, namely technical abilities, human abilities and conceptual abilities. According to respondents' perceptions, it was found that technical ability, namely the ability of employees to follow work procedures (SOP/Standard operating procedures) for a job, has the highest rank.

The results of this study indicate that the work ability of employees at the “Local People's Representative Council” Secretariat office in East Kutai affects employee performance. The test results explain that the conceptual abilities of employees have an important role in improving employee performance. The results of this study are similar to the research of Syardiano (2014) who conducted research with respondents from the Department of Transportation. The results of the research proved that the work ability of employees had a positive impact on performance. Of course, these two studies have the same similarities in that the respondents are government employees who have the same function, namely serving the public interest.

Employee commitment to the organization can be better reflected by the behavior of their work discipline. Most employees in the Secretariat office "Local People's Representative Council" East Kutai behave discipline, especially when they come according to work hours and go home according to the provisions of working hours, this is due to the Additional Income Allowance (TPP) policy that applies to all ASN (State Civil Apparatus) throughout Indonesia. This financial incentive drive becomes their cultural behavior in being committed to the organization where they work. In addition, TPP also has an impact on their ability to be disciplined in utilizing their working time effectively according to working hours. They are reluctant to work excessive overtime. Disciplinary behavior of employees to use working time effectively has a positive impact on employee performance in carrying out aspects of service at the Secretariat office of East Kutai Regency.

Sopiah (2010) explained about organizational commitment which is part of individual behavior to survive as a member of the organization. Sopiah's view (2010) according to researchers is a general view. In particular, organizational commitment in this research is measured by seriousness and work discipline. The findings of this study support the results of Kusnadi's (2011) study which tested the relationship between organizational commitment and individual performance. The results of this study also support Salma's research (2016) which examined health workers as respondents. Health workers have the same function as government employees, namely serving the community. The results of this study can be applied in general that employees who carry out the task of serving the community need commitment to the organization where they work.

The professionalism possessed by employees at the Secretariat Office of the “Local People's Representative Council” in East Kutai can be seen in their level of compliance with regulations and their commitment to carrying out work programs properly. The effect of employee professionalism has a positive impact on employee performance in carrying out service aspects at the East Kutai Regency Secretariat office.

Siagian (2000) describes employee professionalism, namely the seriousness of employees to work in a quality manner and to be able to use time effectively to achieve work. Professionalism is needed, especially for organizations that have a clear vision and mission. Professionalism in this study is measured by obedience and work innovation. Widura et al. (2017) examined the relationship between professionalism and individual performance in which government employees were research respondents. The research results of Widura et al. (2017) proved that employee professionalism affects individual performance. The findings of this study are relatively the same as those of Widura et al. (2017).

VI. Conclusion

The organizational commitment of the employees of the “Local People's Representative Council” Secretariat of East Kutai Regency shows that employees have high commitment as shown by disciplined behavior at work and are able to use working time effectively.

The professionalism of employees is shown by a good level of compliance in terms of following existing regulations and also having compliance with work programs in the Secretariat Office. Employee performance shows that employees have a good level of ability in terms of providing services while working, especially regarding services related to work programs in the Secretariat Office.

The results showed that work ability, organizational commitment and work professionalism of employees can affect employee performance in the Secretariat Office "Local People's Representative Council" East Kutai

Regency. Professionalism possessed by employees is the dominant symptom in influencing employee performance. Thus the increase in employee performance in the Secretariat office "Local People's Representative Council" East Kutai Regency is influenced by a high level of employee compliance in carrying out work programs set in the office.

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